

**UMKHANDLU WASEKHAYA  
IMPENDLE  
LOCAL MUNICIPALITY**



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**Final 2016/17 SBDIP**

**30 June 2016**

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**SERVICE DELIVERY AND BUDGET IMPLEMENTATION  
PLAN (SDBIP) 2016/2017**

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## **1. FOREWORD BY HW THE MAYOR**

Our Service Delivery and Budget Implementation Plan (SDBIP) commit Impendle Local Municipality to ensure that the organization actually delivers on the Integrated Development Plan (IDP), budget (both capital and operational) spending and service delivery targets during the 2015/16 financial year. It is a continued commitment on how we will on quarterly basis implement and report on (service delivery) the objectives set out in our IDP. SDBIP gives operational expression to the developmental local government and the IDP.

We have visited all stakeholders even those in remote areas as promised in the previous budget and IDP process. Already we've had consultative meetings with all property owners on property rates as well as the IDP. The budget and tariffs will be advertised widely in the press, the website and on our notice boards. The active involvement of our ward committees in the public participation process last year was commendable. This year we have to intensify the involvement of ward committees in the budget and IDP processes as this would continue to entrench participatory democracy in our communities.

Impendle Municipality has outsourced Internal Audit Activity to a service provider for this year. Internal Audit Activity has formed a working relationship with the Provincial Internal Audit Unit and National Treasury Risk and Internal Audit Support Unit for skills and resources sharing and to strength the Internal Audit Activities operations, as a result both the National and Provincial Treasuries engaged itself in coordinating the Risk Assessment Exercises. SDBIP will serve as an tool that indicates the origin of the performance objectives for performance management, monitoring and reporting purposes that will be Audited and reported on quarterly basis.

On behalf of the people of Impendle, I **approve** the Service Delivery and Budget Implementation Plan (SDBIP) of Impendle Local Municipality for 2015/2016 Financial Year on this 11<sup>th</sup> Day of June 2015.

**CLLR S NDLELA**  
**SPEAKER/MAYOR**

## **2. Introduction**

The compilation of the third generation IDP of Impendle Municipality commenced by drafting the 2012/13-17 IDP process plan in July 2011 which was adopted in August of the same year. The IDP Representatives forum took place in November 2015 and further Public Participation processes took place in November 2015, April and May 2016. These were coupled by tabling the draft to council to discuss mile stones such as the Status Quo reports and review of the process plan. It is from this process that the Municipality derived its developmental objectives. These were translated to measurable outputs and performance indicators were established. The Service Delivery and Budget Implementation Plan (SDBIP) commit Administration to perform and Report on these identified performance indicators.

A risk based audit plan has been developed and systems of internal control were tested to effectively monitor the vulnerability of operations within the municipality. The Municipality had procured service provider to fast track effectiveness of audit sampling and this will also help internal audit to identify areas with high risk to be able to advise management of areas that needs urgent and immediate attention.

Circular 13 of MFMA provides guidance and assistance to municipalities in the preparation of the Service Delivery and Budget Implementation Plan (SDBIP) as required by the Municipal Finance Management Act (MFMA). The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

In terms of s69 (3) a) of Municipal Finance Management Act 53 of 2003 the accounting officer must no later than 14 days after the approval of an annual budget submit to the mayor a draft service delivery and budget implementation plan for the budget year. In compliance with the above act I am delighted to submit this draft SDBIP to H/W the Mayor Cllr. SG Ndlela on this 14<sup>th</sup> Day of June 2016.

SI Mabaso

Municipal Manager

## **2. VISION AND MISSION STATEMENT**

### **2.1 Vision**

“A better life for all people of Impendle through provision of sustainable access to basic services and promotion of social and economic development”

### **2.2 Mission**

Through the integrated development plan and the Batho Pele principles Impendle Municipality will strive for the realisation of the Council vision.

### **2.3 Legislative Mandate**

In terms of Section 53 (1) (c) (ii) of the MFMA, the SDBIP is defined as a detailed plan approved by the mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate the following: projections for each month of –

- (i) revenue to be collected, by source; and
- (ii) operational and capital expenditure, by vote
- (iii) service delivery targets and performance indicators for each quarter, and other matters prescribed

Being a management and implementation plan (not a policy proposal) the SDBIP is not required to be approved by the council. According to Section 53 of the MFMA, the Executive Mayor is expected to approve the SDBIP within 28 days after the approval of the budget. This section requires him or her to take all reasonable steps to ensure that the SDBIP is approved within 28 days. In addition, the Executive Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are circulated or made public within 14 days after its approval.

### **2.4 SDBIP Process (MFMA)**

#### **Section**

**53. (3) The mayor must ensure—**

(a) that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget implementation plan; and

(b) that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's service delivery and budget implementation plan. Copies of such performance agreements must be submitted to the council and the MEC for local government in the province.

**Section 54. (1) On receipt of a statement or report submitted by the accounting officer of the municipality in terms of section 71 or 72, the mayor must—**

(a) consider the statement or report;

(b) check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan;

(c) consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of the council following approval of an adjustments budget;

(d) issue any appropriate instructions to the accounting officer to ensure—

(i) that the budget is implemented in accordance with the service delivery and budget implementation plan;

## **2.5 Strategic Outcomes**

### **1. Municipal Transformation and Institutional Development**

OJECTIVES	STRATEGIES	MEASURABLE OUTPUTS	PERFORMANCE MEASURES/INDICATORS	ANNUAL TARGETS
To ensure optimal Institutional Structure for efficient and effective service delivery	Review and Implement Organogram with adequate capacity	Adopted organisational structure	Date of Adoption	2017/05/30
To Provide skills development programme for staff, Councillors and the unemployed	Secure funds for Skills Development programmes	Budget Spent for Workplace Skills Plan and Seta programmes	Actual Amount Spent	R6 000 000 + R200 000 + FMG
	Ensure that critical vacant posts are filled, in line with the Work-study Analyst's recommendations	To ensure that Critical Skills Gaps are addressed	Date of Submission of Work-study analysis to Council	Dec-16
To improve access to basic levels of services	Prepare Departmental Reports to Council	Submission of agenda items/reports to the MM for inclusion in the Council agenda	Date of submission of agenda items/reports to the MM for inclusion in Council agenda	12
To ensure that the Employment Equity Targets are met	To implement the Employment Equity policy	Employment Equity target groups employed	No of people from Employment Equity Target Group employed in the 3 Highest level of management	2
		Update Employment Equity Report	Date of Submission	2016-05-30
To ensure that critical post are filled	Fill all vacant funded post	Funded vacant posts (other than S57 posts)	No of Funded vacant Posts filled	9
To ensure adequate Human Resource Management	Annual review of HR Policies	Review HR Policies	Date of Review	2016-0530
			Date of Approval	2016-05-30
To Promote Employee Wellness and Health and Safety	Annual Review of Employment Wellness and Health and Safety Policy	Review of Health and Wellness Policies and Programme	Date of Adoption	2016-05-30
	Organise/conduct Health & Wellness Programmes	Wellness and safety programmes implemented	No of programmes undertaken	
To Improve the standard of administrative and auxiliary support	To Review Records Management Policy	Records Management Policy and implementation programmes conducted	Date of Adoption	2015-05-01

## 2. Good Governance and Public Participation

OBJECTIVES	STRATEGIC OBJECTIVES	MEASURABLE OUTPUTS/PROJECTS	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
To promote effective Good Governance within the district Family of Municipalities	Participate in the IGR within the District	Prepare Mayor's Forum resolutions for submission to MANCO and Council	No. of reports from Mayor's Forum meetings submitted to Council	4
		Prepare MM Forum resolutions for submission to MANCO and Council	No. of MM Forum meetings attended	4
		Prepare ICT Cluster resolutions for submission to MANCO and Council	No. of ICT and Communications Cluster is held	4
To provide reasonable assurance on the adequacy and effectiveness of internal control systems	Development and implementation of Annual Audit Plan	Approved Audit Plan	Date of submission of Risk Based Annual Audit Plan	1
		Quarterly Audit Reports submitted to Council	No. of Audit Reports submitted	10
To provide reasonable assurance on the adequacy and effectiveness of the Audit Committee	Implementation of the Audit committee charter	Coordinate the Audit Committee Meetings		4
Ensure accountability on the affairs of the Municipality	To conduct Oversight Role of Council through MPAC	Hold Quarterly MPAC Meetings	No. of MPAC Meetings Held	4
To provide reasonable assurance on the adequacy and effectiveness of Risk Management	Quarterly Monitoring of the Risk register	Reviewed Risk Register	Reviewed Risk Register	4
To ensure accountability through performance driven operations	Development of the SDBIP	OPMS reviewed and implemented	Date of submission of SDBIPs	1
			No. of Municipal Performance Reports submitted	4



	Development of Sec 56 Performance agreements with performance plans	IPMS for Section 56 / 57 Managers reviewed and implemented	No. of Performance agreements signed	4
			No. of Section 56 / 57 employee appraisals conducted	4
To ensure that the Public is kept informed	Conduct community dialogues/debates on issues	Annual Report developed and adopted	Date of adoption by Council	1
		Oversight Report adopted	Date of adoption by Council	1
Development project lists to be included in the Municipality's IDP	Development of the IDP Process Plan	adoption of the IDP Process Plan	date of Adoption	
To ensure integration of developmental programs and projects in the Municipal area	Develop comprehensive IDP Document	Holding IDP Rep Forum Meetings	2 Rep forum meetings conducted	2
		A credible IDP developed	Date of adoption of Draft IDP	1
		A Credible IDP adopted.	Date of adoption of final IDP	1
To ensure that the Public is kept informed	Ensure Effective Functioning of Ward Committees	Quarterly Minutes of ward Committee Meetings	No. of Minutes of the ward committee meetings submitted	16
Provide a secure IT infrastructure which delivers appropriate levels of data Confidentiality, Integrity and Availability.	By ensuring that the ISS Policy is being implemented from the security side	Monthly checks up on functional of devices	No. of check-ups on functional of devices	12
To ensure that ICT service providers contracts are up to date	Review of Developed and sign SLAs	Signed SLAs	No. LSAs signed	2
To promote A close alignment between IT and Business Units.	Monitoring and Supervise implementation of Policies	Annual Review ICT Policies by ICT Steering Committee	Number of reviewed ICT Policies submitted for Council	1

			Adoption	
Focussing on the continuous Development of People, Processes and Technology	Ensure reliable IT business process systems high availability to the end users	Municipal training of users on basic end user application	No of training courses conducted	4
To Review and update the Turnaround Strategy		Reviewed Strategy	Date of Adoption	1

### 3. Service Delivery and Infrastructure Development

OBJECTIVES	STRATEGIC OBJECTIVES	MEASURABLE OUTPUTS/PROJECTS	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
To ensure accountability on service delivery	Coordinate the activities of the portfolio committee for infrastructure and Planning	Hold Portfolio Meeting	No. of Meeting	4
To improve access to basic levels of services	Prepare and Implement a departmental business plan	Developed Business Plan/Progress Report on the Implementation of the plan	No. of Business Plans/Progress Reports Submitted to Council	9

### Social and Economic Development

	Hold Meetings with Sports Council	Hold quarterly meetings	No of Meetings held	4
To Promote sports and recreation	Facilitating Annual Sport Events	Hold annual sports events (Sport Against Crime, Easter Tournament, Marathon)	Number of sports events	3
		Participate in SALGA Games	Date of the Event	'December 2015
To Promote Youth Development	Conduct youth summit	Conduct Youth Summit	Date Held	Jun-16
To effectively manage and coordinate HIV/AIDS response throughout the Municipality	Annual Review of the strategy	Reviewed the HIV & AIDS Strategy and commemorate World's Aids Day	Date Reviewed and Adopted and date held	1
	TO Implement HIV/AIDS Programs as per the Plan	Programmes Implemented	No. of Program Implemented	7
	Early Childhood Development		No of Children's programmes	5
		Support Elderly Activities	Hold Elderly Wellness Programmes Games	6
	To promote local writers	Ubuciko Bokubhala	Support to emerging writers/poets	2
	Critical Skills Awareness Expo	Conduct Annual Career Expo	No of Career Expo conducted	2016-03-15
To promote Economic Development	Capacitating Development of co-operative and SMMES	Capacity Building Workshop	Number of workshops conducted	4
		Implement LED and Poverty alleviation Programs	Number of programmes Implemented	3
To create conducive environment for job creation	Development of Economic Development Policies	Reports submitted to Council	No. of reports submitted to council	2
To create job opportunities	Implementation of EPWP and CWP	Business plan for labour intensive programmes	No. of Jobs created	68 + 1080

**Cross Cutting**

OBJECTIVES	STRATEGIC OBJECTIVES	MEASURABLE OUTPUTS/PROJECTS	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
Promote sustainable Land Use Management	Implementation of the SPLUMA	Process SPLUMA Development Applications on regulated time	Percentage of Development Applications Completed on time	100%
	Resolve Land Management issues	Attend to land issues	Number of Land issues Resolved	5
Provide research and plan outputs as required	GIS support to all units of the ILM	Shared Services Reports	No. of GIS support reports submitted	12

**5. Sounds Financial Management and Viability**

OJECTIVES	STRATEGIES	MEASURABLE OUTPUTS	PERFORMANCE MEASURES/INDICATORS	ANNUAL TARGET
To improve expenditure control		Monthly reconciliation of bank balances (Bank Reconciliations)		12
		Monthly reconciliation of Creditors	Number of Reconciliations	12
		Payment of creditors	Creditors Age Analysis	Within 30 days

		Compliance with prescribed dates of monthly returns (Section 71 Reports)	Number of monthly returns	12
		Compliance with prescribed dates of annual returns	Date of Submission	May-13
To promote accountable financial management	Ensure that the Municipality does not regress in its Audit opinions and get Disclaimer	Acquire an electronic record-keeping system with an off-site and on-site backup storage	Number of review meetings on electronic record-keeping system	4
		Implement Standard Charts of Accounts (SCOA) properly in allocation of accounts	Number of committee meetings on Implementation of SCOA	4
To promote effective Budgeting and Treasury	Ensure that the Municipality budgeting planning, reporting and monitoring	Develop a budget process plan	Number of Committee meetings on developing a budget plan	1

	processes are effective	Revive Budget Steering Committee	Number of Budget Steering committee	4
		Provide monthly budget reports to ManCo on monthly basis	Number of budget report meetings to ManCo	4
		Engage HODs about their budget on regular basis	Number of meetings with HOD's	12
	Ensure expenditure is properly managed including the Capital Expenditure (CAPEX)	Report to ManCo on the Municipality's expenditure monthly	Number of report back meetings to ManCo	12
		Report on CAPEX to indicate Municipality's spending on capital projects, in line with Infrastructure Plan	Number of report back meetings to CAPEX	12

		Report on MIG expenditure and report to National Treasury	Number of report back meeting on MIG expenditure and report to National Treasury	12
		Develop procurement plans against business plans and budget	Number of meetings on developing procurement plans, business plans and budget(SDBIP)	1
To improve the budgeting and reporting processes		Budget / IDP Process Plan Approved by Council	Date of Submission and Council Resolutions	30-Aug
		Submission of all monthly returns (Section 11 Reports)	No. of returns submitted	12
		Submission of all quarterly returns	no of returns submitted	4
		Submission of all Budget Information (BI) annual returns	no of returns submitted	2
		AFSs submitted on time	Date of submission	30-Aug
		Revaluation of assets and review of economic life span	Revaluation Report	30-Jun

		Fixed Asset Register reconciled with General Ledger	Number of reconciliations	12
To improve the procurement system		No. of days to place an order	No. of days for requisition less than R30 000 to be converted to a purchase order outstanding	5 days
		No. of days to finalise specification of Bid / Tender reduced	No. of days	Within 15 days
		No. of days to finalise evaluation of Bid / Tender	No. of days from close of tender	Within 15 days
		No. of days between the evaluation process and the adjudication process	No. of days taken to adjudicate	Within 15 days
		Legislative compliance (including completion of declaration of interest from Supply Chain and Finance Personnel) m by	No. of days taken to adjudicate	
To ensure Revenue Enhancement	Ensure revenue is properly managed and enhanced	Develop revenue management strategy	Number of meetings on developing revenue management strategy	1



		Identify new revenue sources	Number of meetings on identifying new revenue sources	4
To ensure effective supply of goods and services	Ensure that there is effective debt management	Develop debt recovery strategy	Number of meetings on developing debt recovery strategy	4
	Ensure that Supply Chain Management (SCM)	Workshop staff and Council on SCM process	Number of Workshops for staff and council on SCM processes	1
		Facilitate the development of procurement plan	Number of facilitation meetings of development of procurement plan	4
To ensure proper assets management	Ensure that the assets are managed properly	Conduct an evaluation and verification of assets	Number of evaluation and verification of assets meetings	12

		Do an asset reconciliation	Number of assets reconciliation meetings	12
		Develop an asset register	Number of meetings on developing an asset register	1
	Ensure that there is compliance with Municipality Property Rate Act (MPRA)	Develop an MPRA register	Number of meetings on developing an MPRA register	1
		Provide Update on data-cleansing of MPRA	Number of meetings on updating data-cleansing of MPRA register	4
	Ensure that Impendle is viable financially	Develop strategy for ensuring that the Municipality has sufficient funds for their activities	Number of meetings on developing strategies for ensuring that the Municipality has sufficient funds for their activities	1
		Request funding agencies to response to funding agencies request	Number of meeting with funding agencies	4
To improve income control		Total No. customers billed	Number of customers billed/Total No, of Customers-database (%)	100%

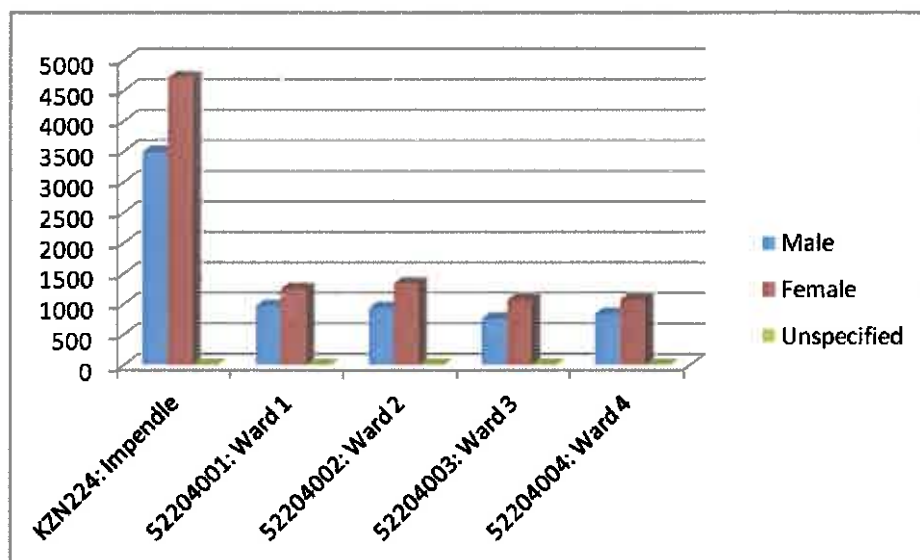
		Cash collected from customers	No. of days outstanding	Within 30 days
		Suspense Account Reconciliation	Monthly reconciliation of Suspense Account	12
		Property Valuation roll	Revised Valuation Roll	01 June 2014
		Weekly Banking	Reviewed Weekly Banking Report	52 weeks
		Debt coverage ratio	Ratio [(Total operating revenue received) - (operating grants received) / debt service payments due, including interest and capital]	16:01
		Outstanding service debtors to revenue	No. of days debtors are outstanding (Total outstanding debtors / Actual revenue received for services) x 100	30 days
		Cost coverage ratio	Ratio [All available cash at a particular time) + (Investments)- Conditional grants)]/ Monthly fixed operating expenditure)	01:01
		Quarterly collection rate on billings	% Collection rate (Total receipts for services/ Total billings for services)	75%

		Percentage growth in revenue collected by the municipality as a % of projected revenue target	% Growth in revenue collected (Actual revenue collected for this quarter/ Targeted revenue collection for this quarter) - (Actual revenue collected previous quarter/ Targeted revenue collected previous quarter) x 100%	80%
		Grants as a % of revenue received	% Achieved (Total grants received/ Total revenue received) x 100 (DORA)	25% own revenue
		R debtors outstanding as a % of revenue received for services	% Achieved (Total outstanding debtors/ Actual revenue received for services) x 100	Nil
		% of debt over 90 days	% of debtors >90 days (Total outstanding debtors >90days/ Total outstanding debtors) x 100	100%
		Debtors collected as a % of money owed to the municipality	% Debtors collections (Actual revenue received for services/ Total outstanding debtors) x 100	100%

### 3. Ward Information

	Male	Female	Unspecified
KZN224: Impendle	3493	4709	1
52204001: Ward 1	965	1243	-
52204002: Ward 2	936	1338	-
52204003: Ward 3	759	1061	1
52204004: Ward 4	832	1067	-

Census 2011



Census 2011

The graph and the table above demonstrate that in all four wards most household are female headed. This gives evidence of migration for males

#### 4. Monthly Projections to be collected by Source

Refer to annexure 4 Attached

#### 5. Quarterly Projections of Service Delivery Targets and Performance Indicators for Each Vote

Refer to annexure 5 a-d Attached

#### 6. Monthly Projections for Operating and Capital Expenditure and Revenue for each Vote

Refer to annexure 6 Attached

#### 7. Three Year Capital Works Program

Refer to annexure 7 Attached

#### 8. Conclusion

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, and evaluated through the annual report process. The biggest challenge is to develop meaningful nonfinancial service delivery targets and indicators, in addition to the budget indicators however this will remain work in progress for the Municipality.

## **ANNEXURES**

<b>Item Number</b>	<b>Item</b>
<b>4</b>	<b>Monthly Projections to be collected by Source</b>
<b>5</b>	<b>Quarterly Projections of Service Delivery Targets and Performance Indicators for Each Vote</b>
<b>a.</b>	<b>Office of The Municipal Manager</b>
<b>b.</b>	<b>Budget and Treasury</b>
<b>c.</b>	<b>Infrastructure and Planning Services</b>
<b>d.</b>	<b>Corporate and Community Services</b>
<b>6</b>	<b>Monthly Projections for Operating and Capital Expenditure and Revenue for each Vote</b>
<b>7</b>	<b>Three Year Capital Works Program</b>

Strategic Outcome	Key Result Area	Project/Initiative	Priority	Timeline	Responsible	Target	Actual	Notes	Comments
Strategic Outcome 1: Enhance Operational Efficiency	Key Result Area 1: Streamline Processes	Project A: Implement New Software	High	Q1 2024	John Doe	95% completion	90% completion	Minor delays due to vendor issues	On track
		Project B: Optimize Workflow	Medium	Q2 2024	Jane Smith	80% completion	75% completion	Some process changes required	On track
		Project C: Upgrade Hardware	Low	Q3 2024	Mike Johnson	60% completion	55% completion	Waiting for parts	On track
		Project D: Review Policies	Low	Q4 2024	Sarah Lee	40% completion	35% completion	Initial review phase	On track
Strategic Outcome 2: Improve Customer Satisfaction	Key Result Area 2: Enhance Service Quality	Project E: Implement Feedback System	High	Q1 2024	David Brown	90% completion	85% completion	Good response to feedback	On track
		Project F: Train Staff on New Protocol	Medium	Q2 2024	Emily White	70% completion	65% completion	Staff adapting well	On track
		Project G: Monitor Service Levels	Low	Q3 2024	Chris Green	50% completion	45% completion	Initial monitoring period	On track
		Project H: Review Customer Feedback	Low	Q4 2024	Alice Black	30% completion	25% completion	First round of reviews	On track
Strategic Outcome 3: Increase Financial Performance	Key Result Area 3: Optimize Budget	Project I: Review Budget Allocation	High	Q1 2024	Robert King	85% completion	80% completion	Budget adjustments made	On track
		Project J: Implement Cost-Saving Measures	Medium	Q2 2024	Laura Hill	65% completion	60% completion	Some savings identified	On track
		Project K: Monitor Financial Metrics	Low	Q3 2024	James Scott	45% completion	40% completion	Regular reporting established	On track
		Project L: Review Financial Performance	Low	Q4 2024	Michelle Adams	25% completion	20% completion	Initial analysis phase	On track









SOCIAL AND COMMUNITY SERVICES PERFORMANCE REPORT FOR 2016-2017 (Municipal Year)																		
LUP Ref No.	Section	Objective	Strategy	Measurement Output/Project Indicator	Baseline	Q1		Q2		Q3		Q4		Responsible Official/ Department	Annual Target Achieved	Portfolio of Evidence	Report for Annual Report	Planning Performance Review Outcome
						Following Target		Following Target		Following Target		Following Target						
						Target	Actual	Target	Actual	Target	Actual	Target	Actual					
COM01	Human Development Services	To Promote Social Cohesion	Provision of all Culture Programme and culture activities	Development of All Culture Programme Implementation Plan	7	7	7	7	7	7	7	7	7	CCSM	Yes			
Implementation of All Culture Activities			1	0	1	4 (Meeting, Road Dance, Competitions, Indict)	0	N/A	N/A	N/A	N/A	N/A	CCSM	Yes	Pictures & Reports			
Hold quarterly meetings with Sports Council			4	4	4	1	1	1	1	0	0	0	0	CCSM	No	Minutes and attendance register	Term of office expired	AGM to be conducted by June 2015
Hold annual sports events (Sport Against Crime, Easter Tournament, Marathon)			3	3	3	1	1	1	1	1	1	1	1	CCSM	Yes	Pictures & Reports		
COM05	To Promote sports and recreation	Facilitating Annual Sport Events	Participate in SALGA Games	Date of the Event	1	0	0	0	0	0	0	0	0	CCSM	Yes	Finance & Reports		
Conduct youth summit			Date Held	1	0	0	0	0	0	0	0	0	0	CCSM		Attendance Register		
COM07	To effectively manage and coordinate HIV/AIDS response throughout the Municipality	Annual Review of the strategy and coordination HIV/AIDS World's Aids Day	Review the HIV & AIDS Strategy and commemorate World's Aids Day	Date Reviewed and Adopted and date held	2	0	0	0	0	0	0	0	0	CCSM		Council Resolution, Register		
			To Implement HIV/AIDS Programs as per the Plan	Programs Implemented	No. of Programs Implemented	0	0	0	0	0	0	0	0	0	0	CCSM		Pictures & Reports
COM08	Early Childhood Development			No of Children's programmes	0	0	0	0	500	N/A	3	3	N/A	CCSM	R 20 000	Pictures & Reports		
			Support Elderly Activities	Hold Elderly Wellness Programme/Games	0	0	0	0	0	0	0	0	0	0	CCSM	R 40 000	Pictures & Reports	
COM09																		

COAM 10	To promote con artists	Unstable Behaviour	Support to unemployed whoreabouts	2	0	2	1	NA	1	0	R 30 000	CCSM	Yes	Absence Regular
COAM 11	Critical Skills Assessment Expo	Guided Annual Career Expo	No of Career Expo conducted	1	0	2017-2018	1	1	2017-2018	0	R 50 000	CCSM		Finance & Reports

ID		Strategic Initiative	Strategic Objective	Strategic Outcome	Strategic Indicator	Baseline	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target
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Source: and Public Participation

01 PMS 4	Good Govt	To ensure that the Public is kept informed	Conduct community dialogue/debates on issues	No. of Section 56 / 57 employee appraisals conducted	4	N/A	4	4	4	1	N/A	1	N/A	0	Inhouse	MM	Minutes of appraisal Meetings	
01 PMS 5			Annual Report developed and adopted	Date of adoption by Council	1	N/A	1	31-Mar-17	N/A	N/A	N/A	N/A	N/A	N/A	N/A	MM	Council Resolution	
01 ID 1			Overnight Report adopted	Date of adoption by Council	1	N/A	1	31-Mar-17	N/A	N/A	N/A	N/A	N/A	N/A	N/A	MM	Council Resolution	
		Development of the IDP Process Plan	adoption of the IDP Process Plan	date of Adoption		N/A	30-Aug	30-Aug	N/A	N/A	N/A	N/A	N/A				Council Resolution	
01 IDPCS		To ensure integration of development programs and projects in the Municipal area	Develop a comprehensive IDP Document	Holding IDP Rep Forum Meetings concluded	2	N/A	2	0	2	N/A	N/A	N/A	N/A	N/A	N/A	IDP/PMS MANAGER	Minutes and attendance register	
01 IDP 1			A credible IDP adopted	Date of adoption of Draft IDP	1	N/A	0	31-Mar	N/A	N/A	N/A	N/A	N/A	N/A	N/A	MM	Council Resolution	
			A Credible IDP adopted	Date of adoption of final IDP	1	N/A	0	30-Jun	N/A	N/A	N/A	N/A	N/A	N/A	N/A	MM	Council Resolution	
01 CS 2	Good Governance and Public Participation	To ensure that the Public is kept informed	Ensure Effective Functioning of Ward Committees	Quarterly Minutes of ward committee meetings submitted	16	N/A	4	16	4	4	40 000	4	40 000	1	40 000	Act Com M	Copy of Minutes	
01 ICT 3		Provide a secure IT infrastructure which delivers appropriate levels of data security side Confidentiality, integrity	By ensuring that the ISS Policy is being implemented from the security side	Monthly checks up on functional of devices	12	N/A	12	12	3	N/A	N/A	3	Inhouse	3	Inhouse	Act M: ICT	Log in screen shot	
01 ICT 4		To ensure that ICT service providers contracts are up to date	Review of Developed and sign SLAs	Signed SLAs	2	N/A	2	2	2	N/A	N/A	N/A	N/A	N/A	N/A		Copy of Signed SLAs	
01 ICT 5		To promote alignment between IT and Business Units.	Monitoring and Supervise Implementation of Policies	Annual Review of ICT Policies by ICT Steering Committee	1	N/A	1	5 by December	N/A	N/A	N/A	N/A	N/A	N/A	N/A	MM	ICT Policies, Minutes, Council resolution	
01 ICT 6		Focusing on the continuous development of People, Processes and Technology	Ensure reliable IT business process systems high availability to the end users	Municipal training of users on basic end user application	4	N/A	4	4	4	N/A	N/A	1	R 300 000	5	N/A		Attendance Register, Appointment letters of Service Providers	
01 MTAS		To Review and update the Back to Basics	Reviewed Back to Basics template	Date of Submission	1	N/A	0	Quarterly	15-Jul-16	#####	Inhouse	#####	N/A	N/A	N/A		Council Resolution Back to Basics replacing Turnaround Strategy	



Prepared by Mr. SI Mabaso

Submitted By ..... on the .....

Received By ..... on the .....

File #/ID	Weight	Condition	Supplies ID/ID	Condition ID/ID	Type
FI/ 1-92					
FI/ 93 - 112					
N/A					
N/A					
FI/ 113-125					
FI/ 126 - 130					
FI/ 131 - 137					
N/A					
FI/ 138 - 142					
N/A					



[illegible]

[illegible]

S/N	Strategic Area	Objectives	Strategy	Responsible Council/Projects	Performance Indicators/Influences	D1		D2		D3		D4		Total Budget for the year	Responsible Council/Department	Portfolio of Projects	Reason for selection of project	Planning/Resource/Consequence/Issues
						D1		D2		D3		D4						
						Target	Actual	Target	Actual	Target	Actual	Target	Actual					
Department : Infrastructure and Planning and Development Services																		
IPS 01	Good Governance and Public Participation	To ensure accountability on service delivery	Constitute the activities of the portfolio committee for infrastructure and Planning	Hold Portfolio Meeting	No. of Meeting	4								In-house				
IPS 05		To improve access to basic levels of services	Prepare and Implement a departmental business plan	Developed Business Plan/Progress Report on the Implementation of the plan	No. of Business Plans/Progress Reports Submitted to Council	9	3							In-house	IPSM	Minutes of Meetings and attendance register		
IPS 02		To improve access to basic levels of services		Hold I&PS Staff meetings	No. of the meeting	4	1							In-house	IPSM	Minutes of Meetings and attendance register		
IPS 03	Municipal Transformation and Institutional Development	To improve access to basic levels of services	Prepare Departmental Reports to Council	Submission of agenda items/Reports to the MM for inclusion in the Council agenda	No. of Reports Submitted	12	3							In-house	IPSM	Minutes of Council		
IPS 05		To improve Financial Viability and Capital Expenditure	Monitoring of invoices against work done in preparation for payment of invoices on time	Inspection of Projects and approve invoices for Payment	No. of Site Inspections per invoice	9	1							In-house	IPSM	Business Plans		
IPS 07	Financial Viability	To improve access to basic levels of services		Maintenance of Community Facilities	No. of items to be repaired	8	2								IPSM	Council Resolution		

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KZN224 Impandle - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)

R thousand	Ref	Vote 1 - Executive and Council	Vote 2 - Budget and Treasury Office	Vote 3 - Infrastructure and Planning	Vote 4 - Community and Social	Vote 5 - [NAME OF VOTE 5]	Vote 6 - [NAME OF VOTE 6]	Vote 7 - [NAME OF VOTE 7]	Vote 8 - [NAME OF VOTE 8]	Vote 9 - [NAME OF VOTE 9]	Vote 10 - [NAME OF VOTE 10]	Vote 11 - [NAME OF VOTE 11]	Vote 12 - [NAME OF VOTE 12]	Vote 13 - [NAME OF VOTE 13]	Vote 14 - [NAME OF VOTE 14]	Vote 15 - [NAME OF VOTE 15]	Total
<b>Revenue By Source</b>	1																
Property rates			4 479														4 479
Property rates - penalties & collection charges																	-
Service charges - electricity revenue																	-
Service charges - water revenue																	-
Service charges - sanitation revenue																	-
Service charges - refuse revenue																	-
Service charges - other																	-
Rental of facilities and equipment				14													38
Interest earned - external investments			694														694
Interest earned - outstanding debtors			120														120
Dividends received																	-
Fines																	-
Licences and permits																	-
Agency services																	-
Other revenue			47														47
Transfers recognised - operational		7 837	9 682	17 380	8 575												544
Gains on disposal of PPE																	43 355
<b>Total Revenue (excluding capital transfers and contribution)</b>		<b>7 837</b>	<b>15 003</b>	<b>17 380</b>	<b>9 724</b>												<b>49 925</b>
<b>Expenditure By Type</b>																	
Employee related costs		2 160	5 095	5 579	7 789												20 634
Remuneration of councillors		2 307															2 307
Dark Impairment			1 744														1 744
Depreciation & asset impairment			7 716														7 716
Finance charges			207														207
Bulk purchases																	-
Other materials																	-
Contracted services																	-
Transfers and grants			3 620														3 620
Other expenditure		2 396	3 531	11 421	5 662												23 012
Loss on disposal of PPE																	-
<b>Total Expenditure</b>		<b>6 865</b>	<b>21 913</b>	<b>17 600</b>	<b>14 044</b>												<b>59 423</b>
<b>Surplus/(Deficit)</b>		<b>972</b>	<b>(6 911)</b>	<b>381</b>	<b>(4 321)</b>												<b>(9 449)</b>
Transfers recognised - capital																	-
Contributions recognised - capital				11 382													11 382
Contributed assets																	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>972</b>	<b>(6 911)</b>	<b>11 743</b>	<b>(4 321)</b>												<b>1 494</b>

1. Departmental columns to be based on municipal organisation structure

check balance

549 473







	Suspense Account Reconciliation	Monthly reconciliation of Suspense Account								3			3			3		Financial Services Department IC FO	Bank Reconciliation /Suspense Account Reconciliation Report	
	Property Valuation roll	Revised Valuation Roll	01 June 2014	N/A	12 Weeks	N/A	12 Weeks	N/A	1							N/A		Financial Services Department IC FO	Supplemental y Valuation Rolls	
	Weekly Banking	Reviewed Weekly Banking Report	52 Weeks	12 Weeks												12 Weeks		Financial Services Department IC FO	Bank Deposit Slips	
	Debt coverage ratio	Ratio [(Total operating revenue received) - (operating grants received) / debt service payments due, including interest and capital]	16:01	16:01	16:01	16:01	16:01	16:01								16:01		Financial Services Department IC FO	Ratios Analysis Report	
	Outstanding service debtors to revenue	No. of days debtors are outstanding (Total outstanding debtors / Actual revenue received for services) x 100	30 days	within 30 days												within 30 days		Financial Services Department IC FO	Age Analysis	
	Cost coverage ratio	Ratio [AI available cash at a particular time] + (Investments)- Conditional generally Monthly fixed operating expenditure)	01:01	01:01												01:01		Financial Services Department IC FO	Ratio Analysis Report	
	Quarterly collection rate on Billings	% Collection rate (Total receipts for services/ Total billings for services)	75%	75%												75%		Financial Services Department IC FO	Ratio Analysis Report	

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Prepared by Mr. OV Kunene

Submitted By

Received By

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